



STRATEGIC PLAN

*As facilitated by the Community and Rural
Development Division
Of the South Carolina Department of Commerce
December 2004*



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Executive Summary

In 1755, the British formally established a settlement in the area, and subsequently, Scotch-Irish and English settlers began moving in to farm the fertile land. Since that time, the communities of Saluda County have been some of the most agriculturally productive in South Carolina. The area is well known today for the many beautiful farms that are found there, and for the fresh peaches, strawberries, eggs, and dairy that are produced there. Established in 1895 from part of Edgefield County, Saluda was named for the Saluda River which forms one of the county's borders and flows into Lake Murray. The lake and river provide excellent opportunities for outdoor recreation for the people of the area. Along with fishing, swimming, and boating, Saluda offers all the great benefits of living in a rural area while still having easy access to all the resources available in the nearby cities of Columbia and Augusta, GA. Persimmon Hill offers great golfing, and Camp Barstow, a regional Boy Scout Camp, located in the county on Lake Murray attracts Scouts from all over. On a road map, Saluda looks like a wagon wheel as it forms the crossroads for two US highways and three SC highways. It is also nestled equidistant between Interstates 26 and 20. Piedmont Technical College, a member of the South Carolina Technical and Comprehensive Education System, has a satellite office located in the county and has a full campus located nearby offering two-year post-secondary degrees. Piedmont Tech contributes to the economic development of the area by serving as a valuable tool in the skill development of the region's workforce. Known to its residents as the county of the 5 P's Peaches, pastures, ponds, poultry and pines Saluda's agriculture is a \$84 million dollar industry per year.

In October of 2003 with the closing of Milliken local leadership in Saluda County knew something had to be done. The South Carolina Department of Commerce was called in to provide assistance and support in an effort to boost the existing tax base. With a lot of hard work and commitment from local leadership the Economic Development Department was reinstated and fully staffed with plans set into place to begin a new countywide Strategic Plan.

After months of preparation, public service announcements, newspaper editorials, church bulletins and promotional pieces the first meeting was held September 14, 2004 at Saluda High School in the cafeteria. Over 140 people were in attendance the first night. The facilitators allowed everyone to voice their concerns about what they felt would make Saluda County a better place to live and work. Each comment was recorded and during the last 20 minutes of the 2 hour meeting everyone voted for the four areas they felt were most important. Out of this process came 50 topics and the four with the most similarities were:

Economic Development

Infrastructure

Quality of Life

Tourism

Each of these topics turned into Task Forces and at the second session individuals choose which Task Force from the above four they wanted to participate in. The facilitators for these sessions were:

Amy Prosser

Beth Pierce

Ed West

Maceo Nance

Walter Harris

Tavia Murphy

After 4 months the final meeting of the plan was complete on January 11, 2005. Local leaders and citizens of the county sat to hear what other Task Forces had come up with behind closed doors over the previous months. Questions were asked and concerns were voiced as each Task Force Chair presented a plan for sustainable, measurable, attainable, realistic and timely goals that could be met by the county. As with any plan, for it to continue to succeed, it will take time, effort and the dedication of the citizens and elected leaders to implement the desired goals and strategies.

Economic Development

Task Force



Amick Farms

Concerned about the future of job growth and the local economy of Saluda County, local residents, business leaders, and county officials developed goals and strategies they believe will improve conditions in their county of 19,087. One of South Carolina's smallest counties in population, this group of focused citizens was not small in what they believed important for county growth.

Task Force participants developed goals and strategies for four focus areas during the planning sessions. Workforce training, marketing and promotion, product development, and local economic development processes were determined as the four focus areas for this group. Participants hope that the developed plan for economic development will not only create job opportunities, but also for small business development. Discussions surfaced numerous times during the planning sessions about services that residents travel to neighboring communities to receive. Whether healthcare related or for products not sold in local retail establishments, Task Force members were hopeful their plan would enhance opportunities for small business development.

Through partnerships with Saluda County Council, the Economic Development Department, Planning Commission and other development allies, Task Force members are confident their plans will improve Saluda County's competitiveness while creating job opportunities for local residents.

Vision of Our Future

“The Economic Development Task Force will utilize all available resources to develop and promote economic development opportunities for Saluda County that will generate future growth while enhancing our communities.”

Goals and Strategies

Goal #1 Training

- **Goal Statement:** Establish an educational awareness for organizing the county’s workforce training needs in essential skills critically needed over the next two years.

2005				2006				2007				2008				2009	
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2

- **Gain information from county entities associated with training for workforce needs.**-(To be updated after target marketing study and designated industry types have been determined.)
 1. Meet with Saluda County School District Administration and/or school board, and local industry to determine “basic skills” needs for local workforce.
Responsible Party: EDD/PC, ED Task Force Members
Completion Date: 04/31/05
 2. Develop opportunities for Piedmont Technical College to visit with local industry to determine educational improvement needs.
Responsible Party: EDD & PC
Completion Date: 04/31/05

Goal #2 Promotion/Marketing

- **Goal Statement:** Establish a campaign that highlights the benefits and assets of Saluda County.

2005				2006				2007				2008				2009	
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2

- **Develop a target market study for Saluda County.**
 1. Complete a target marketing study for Saluda County that will highlight compatible industry types for the county industrial base, workforce abilities, and community amenities.
 - Determine costs of developing target marketing study
Responsible Party: EDD/PC
Completion Date: 02/28/05
 - Secure funding partners to complete target marketing study
Responsible Party: EDD/PC
Completion Date: 04/30/05

Goal #2 Promotion/Marketing (cont'd)

- Secure services of qualified firm/consultant to complete study
Responsible Party: EDD/PC
Completion Date: 04/30/05
- Begin marketing county amenities to targeted industry sectors for opportunities in Saluda County.
Responsible Party: EDD/PC
Completion Date: 10/31/05
- **Complete web site for economic development purposes.**
 1. County Website
 - a. Development began May 2004
 - b. On-line October 20th 2004
 - c. Periodic updates and additions to site will be made**Responsible Party:** EDD/State Budget & Control Board
Completion Date: 10/31/04
 2. Economic Development Department website
 - a. Development phase
 - b. Propagation phase
 - c. Clean-up phase**Responsible Party:** EDD/Art Designs in Greenwood SC
Completion Date: 4/1/05
 3. Launch web site to development allies, consultants and county officials
Responsible Party: EDD
Completion Date: 4/15/05
- **Develop flexible community visit tour that will maximize county's strengths and minimize weaknesses.**
 1. Determine best entry and exit travel routes for each of the communities in Saluda County.
Responsible Party: EDD/PC
Completion Date: 01/31/05
- **Develop coordinated marketing materials that will include all statistical and demographic information that would meet the needs of all business investment inquiries.**
 1. Gain input from experienced marketing firms for options in producing a marketing plan, appropriate materials needed, and associated costs.
Responsible Party: Task Force Advisory Group
Completion Date: 07/31/06
 2. Secure funding partners to produce desired marketing materials and/or to carry out components of the marketing plan.
Responsible Party: Task Force Advisory Group
Completion Date: 07/31/06
 3. Ensure component of marketing materials or promotions focus on designated target markets
Responsible Party: EDD/PC, Task Force Advisory Group
Completion Date: 12/31/06

Goal #3 Product Development

- **Goal Statement: Develop new industrial products to encourage a more competitive market for Saluda County.**

2005				2006				2007				2008				2009	
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2

- **Develop a new or expand the existing industrial park in Saluda County.**
 1. Evaluate infrastructure to determine most feasible location for park development.
Responsible Party: EDD/PC
Completion Date: 06/30/05
 2. Complete appropriate studies and assessments of selected property
Responsible Party: EDD/PC
Completion Date: 12/31/05
 3. Designate and select most feasible site
Responsible Party: EDD/PC
Completion Date: 06/30/05
 4. Gain control of property through purchased or signed agreement
Responsible Party: EDD/PC & County Council
Completion Date: 12/31/05
 5. Complete master plan of park and gain associated cost estimates for park development
Responsible Party: EDD/PC
Completion Date: 03/31/06
 6. Designate funding partners for park development project
Responsible Party: EDD/PC, County Council, Econ. Dev. Task Force
Completion Date: 06/30/06
 7. Construct Park
Responsible Party: Selected engineering and construction firm
Completion Date: 03/31/07
 8. Develop protective covenants for park and have approved by County Council
Responsible Party: EDD/PC, engineering firm
Completion Date: 03/31/07
 9. Develop marketing strategy for industrial park
Responsible Party: EDD/PC
Completion Date: 01/31/07
 10. Celebrate opening of park with ribbon cutting/marketing event
Responsible Party: EDD/PC
Completion Date: 03/31/07

Goal #3 Product Development (cont'd)

- **Develop a speculative building in the new industrial park.**
 1. Designate a speculative building site in the industrial park
Responsible Party: EDD/PC
Completion Date: 03/31/06
 2. Gain control of property for site
Responsible Party: EDD/PC
Completion Date: 05/31/06
 3. Complete master plan for site and gain cost estimates for construction
Responsible Party: EDD/PC
Completion Date: 09/30/06
 4. Secure funding partners for speculative building project
Responsible Party: EDD/PC
Completion Date: 03/31/07
 5. Construct speculative building
Responsible Party: EDD/PC, construction firm
Completion Date: 03/31/08
 6. Develop marketing strategy to promote building
Responsible Party: EDD/PC
Completion Date: 09/30/07
 7. Formal announcement of building completion and ribbon cutting
Responsible Party: EDD/PC
Completion Date: 03/31/08

- **Designate additional “stand alone” sites for development in Saluda County.**
 1. Evaluate infrastructure for most feasible site locations
Responsible Party: EDD/PC
Completion Date: 01/31/05
 2. Designate several sites for development
Responsible Party: EDD/PC
Completion Date: 03/30/05
 3. Determine feasibility of certifying at least one site in the county
Responsible Party: EDD/PC
Completion Date: 06/30/05

- **Study the feasibility of property development along Lake Murray.**
 1. Inventory properties along the lakefront in cooperation with Newberry County
Responsible Party: SCE&G
Completion Date: 02/28/05
 2. Develop master plan for undeveloped properties
Responsible Party: SCE&G
Completion Date: 08/28/06
 3. Meet with “other” interested parties looking to develop Lake Murray lakefront
Responsible Party: EDD/PC, SCE&G
Completion Date: 06/30/05

Goal #4 Economic Development Program

- **Goal Statement: Enhance the existing economic development program and secure funding to achieve economic growth for Saluda County.**

2005				2006				2007				2008				2009	
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2

- **Strategies for funding:**
 1. Assess available financial resources to support the economic development program. This may include discussions with or visits to similar county programs.
Responsible Party: EDD
Completion Date: 12/15/04
 2. Prepare presentation/handouts outlining goals of the economic development portion of the countywide strategic plan.
Responsible Party: Planning Comm., EDD, County Director
Completion Date: 1/15/05
 3. Contact new public and or private resources for financing of economic development.
Responsible Party: Planning Comm.
Completion Date: 1/31/05
 4. Present new financing plan, partners, and county funding request to county council for approval and funding increase.
Responsible Party: Planning Comm.
Completion Date: 2/28/05
- **Strategies for building a local economic development team.**
 1. Develop a list of team members to assist with industrial projects when appropriate and necessary.
Responsible Party: EDD
Completion Date: 11/31/04
 2. Visit or discuss economic development team initiatives in similar statewide development programs
Responsible Party: EDD
Completion Date: 4/31/05
 3. Develop guidelines for the local team to understand roles and participation in industrial visits
Responsible Party: EDD, Planning Comm., SCDOC
Completion Date: 6/30/05
 4. Send local economic development leadership, county officials, staff to SC Economic Developers' School
Responsible Party: EDD and Planning Comm.
Completion Date: 12/30/05
 5. Create an advisory group to consult with county economic board and staff to meet quarterly
Responsible Party: Economic Development Task Force
Completion Date: 3/31/05

Goal #4 Economic Development Program (cont'd)

- **Strategies for Industrial Relations.**

1. Interview industry leaders whose plants have closed to determine what issues could have saved the plants.

Responsible Party: EDD

Completion Date: 12/30/04

2. Visit existing industries to determine needs, expansion opportunities, supplier relocation and/or transportation needs

Responsible Party: EDD

Completion Date: 6/30/05

- **Strategy for Reviewing Competition.**

1. Develop trip for elected officials, Planning Comm. members, EDD to visit competitor communities in SC to see program, product, and community development initiatives.

Responsible Party: EDD, Planning Comm.

Completion Date: 12/30/05

Economic Development Task Force Members

Miriam Adams
Jack Atkinson
Josie Bartley
Ed Bates
Mike Berry
James Bosket
R. Douglas Butler
Sylvester Culbreath
Paul Deloache
Frank Dorn
Jane Guy
Donald Horne
Stephanie McCary
Kim Miller
George Mitchell
Glenda B. Moore
Joan Perkins
Pat Rodgers
Wayne “Slick” Shealy
Tina Shealy
Jerry Watson



Chair

Infrastructure Task Force

The Infrastructure Task Force was mainly concerned with telephone service in the County, roads and water and sewer service. Saluda County is currently served by several telephone providers whose service areas are such that a majority of calls made within the county are long distance. Goal 1 of the group was to work with the existing phone service providers to establish a county-wide calling plan. The group was also concerned with improving roads in the county, choosing in Goal 2 to continue focusing on widening Hwy. 121 and to cooperate with the adjoining counties who are also working to widen this road. In 2000, the Saluda County Water & Sewer Authority completed a \$7.8 million dollar project for the construction, operation and maintenance of the county's water and sewer systems. Since this time the county has been on a regional water and sewer system, depending on service from two neighboring counties, Edgefield and Aiken. Goal 3 developed by the Task Force dealt specifically with studying the feasibility of consolidating the County's water and sewer systems.

Saluda County Water Tower

Vision of Our Future

“To pro-actively plan for the infrastructure that will allow Saluda County to prosper”

Goals and Strategies

Goal #1 Communications

- **Goal Statement:** Study Work with the existing phone service providers to establish a county-wide calling plan.

2005					2006				2007				2008				2009
Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
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1. Contact the existing phone companies to determine where and what services are currently available.
Responsible Party – County Council
Date – December 2004
2. Review information and determine what services the County would like to have provided.
Responsible Parties – County Council, Tom Allen
Date – December 2004
3. County meets with legislative delegation to formulate a telecommunications plan.
Responsible Parties – County Council, Legislative Delegation
Date – January 2005
4. County representatives and phone service providers meet and determine a plan of action.
Responsible Parties – County Council, Infrastructure Committee, Leg. Delegation, phone companies
Date – February 2005
5. Have new services available.
Responsible Parties – County Council, phone companies
Date – August 2005

Goal #2 Highways

- **Goal Statement:** Continue to push to widen 4-lane highway 121 throughout Saluda.

2005					2006				2007				2008				2009
Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
				0%													

1. Identify other counties' plans/projects and timelines for Hwy. 121.
Responsible Party – County Council, (Mr. Horne), Upper Savannah COG, SCDOT
Date – December 2004
2. Identify opportunities to partner with other counties on Hwy. 121 projects.
Responsible Parties – County Council, Upper Savannah COG, SCDOT

Goal #1 Communications (cont'd)

Date – January 2005

3. Establish the County's project priorities.

Responsible Parties – County Council, Upper Savannah COG, SCDOT

Date – July 2005

4. Identify funding sources for project(s).

Responsible Parties – County Council, Upper Sav. COG, SCDOT, Leg. & Congressional Delegations

Date – September 2005

Goal #3 Water and Sewer

- **Goal Statement:** Study the feasibility of consolidating the water and sewer systems within Saluda County.

2005				2006				2007				2008				2009	
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2
							0%										

1. The Infrastructure Task Force will organize a meeting among the municipal and county water/sewer providers to discuss consolidation issues.

Responsible Party – Infrastructure Task Force (Brian Burgess), w/s authorities and local gov't reps from the County, Saluda, Ridge Spring, Monetta and Ward, the Upper Savannah COG

Date – Within two months of the county's adoption of the strategic plan

2. Depending on the outcome of the consolidation meetings, identify and secure funding sources for an engineering study.

Responsible Parties – Infrastructure Committee, water & sewer authorities and local gov't reps from the County, Saluda, Ridge Spring, Monetta and Ward, the Upper Savannah COG

Date – December 2005

3. Issue Request for Qualifications for engineer to conduct study.

Responsible Parties – To be determined

Date – February 2006

Infrastructure Task Force Members

Tom Allen
George Bartley
Carey Bedenbaugh
Brian Burgess
Senator Ronnie Cromer
Al Harvey
Hardee Horne
Roy King
Charlie Long
Sandra Padget
Paul Potts
Jacob V. Schumpert
Gary W. Therrell
Kim Westbury

Chair



Quality of Life Task Force



The Ridge Spring Harvest Festival

The Quality of Life Task force is comprised of individuals who want to create and maintain a desirable environment and economic opportunities for the people who live within Saluda County. This county strives to be a diverse people committed to providing all residents with a healthy, self-sustaining community.

With so many individuals traveling out of the county on a daily basis improving healthcare was this task force's number one concern. With this in mind the initial efforts to improve healthcare came from many residents in the county including students from a Saluda High School class that wanted to refurbish the abandoned Milliken Plant into a hospital facility. As a result of the varied healthcare interests, necessary goals were placed within the Strategic Plan to improve the health care within the county. Some of the goals were improving ambulance response time, improving healthcare transportation services for county residents, and developing a concept for a dialysis unit within the county. Currently hospital services are available within 30 miles and the Saluda Nursing Center houses 176 beds.

In an effort to address the recreation needs of the county, the Quality of Life Task Force contacted the Greenwood YMCA Director to determine if a partnership could be forged.

Goals will focus on providing an outlet to youth at the Riverside Development Corporation's site.

Vision of Our Future

Saluda County, a diverse people committed to providing all residents with a healthy, self-sustaining community.

Goals and Strategies

Goal #1 Data Book

➤ **Goal Statement: Develop a data book or resources for Saluda County residents.**

2005				2006				2007				2008				2009	
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2

1. Collect various Saluda County and surrounding areas data books of information.
 - **Responsible Party:** Nancy Grasso
 - **Timeline:** February 14, 2005
2. Report progress to QOL Task Force Chair.
 - **Responsible Party:** Nancy Grasso/Faris Abney
 - **Timeline:** April 1, 2005
3. Begin data entry.
 - **Responsible Party:** Nancy Grasso
 - **Timeline:** April 1, 2005

Goal #2 YMCA

➤ **Goal Statement: Get YMCA programs into Saluda County at the Riverside Community Development Corporation by June 2005.**

2005				2006				2007				2008				2009	
Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1

1. Establish a working relationship with Greenwood YMCA Director.
 - **Responsible Party:** James Holloway and QOL Task Force
 - **Timeline:** December 15, 2004
2. Determine what YMCA has to offer.
 - **Responsible Party:** James Holloway and QOL Task Force
 - **Timeline:** December 15, 2004

Goal #2 YMCA (cont'd)

3. Implement YMCA programs.
 - **Responsible Party:** Riverside Community Development Corporation, James Holloway and QOL Task Force
 - **Timeline:** June 30, 2005
4. Develop/Adapt a survey form for completion by participants at the Taste and See on November 23.
 - **Responsible Party:** James Holloway and QOL Task Force
 - **Timeline:** December 15, 2004
5. Contact Clemson Extension to ask about placing a booth of interest for the YMCA at the Taste and See on November 23.
 - **Responsible Party:** Deborah McDaniel
 - **Timeline:** November 23, 2004
6. Place a small ad in local newspaper, local churches and other places.
 - **Responsible Party:** EDD
 - **Timeline:** February 2005

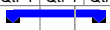
Goal # 3 Transportation Sub-Committee

- **Goal Statement: Support the work of the Transportation Sub-committee of Geriatric Network Team at Sage Institute in order to improve transportation services for Saluda County residents.**

1. Responsible Party: Faris Abney and Bob Bowles
Timeline:

Goal #4 Dialysis Unit

- **Goal Statement: Develop a dialysis unit within Saluda County.**

2005					2006				2007				2008				2009
Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
 0%																	

1. Davita Corp will visit Saluda County to visit sites
 - **Responsible Party:** Johnny Tate
 - **Timeline:** November 2004
 - Report back to Task Force Chair at the next meeting
2. Contact Gambro Corporation for additional information.
 - **Responsible Party:** Johnny Tate
 - **Timeline:** November 2004
 - Report back to Task Force Chair at the next meeting

Goal #5 Improve EMS

- **Goal Statement:** Develop an ambulance response time of 15 minutes or less within Saluda County with a paramedic on board.

2005				2006				2007				2008				2009	
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2
0%																	

- Approach County Council for \$500,000 in funding and matching funds. This request will be accompanied by information on current response time and improvements necessary to meet the goals.
 - Responsible Party:** QOL Task Force, Leadership
 - Timeline:** March 2005
- Request County to provide \$32,000 for matching DHEC Grant.
 - Responsible Party:** QOL Task Force
 - Timeline:** January 2005

Goal #6 Housing

- **Goal Statement:** Develop/improve adequate housing for low to moderate income families in Saluda County.

2005				2006				2007				2008				2009	
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2
0%																	

- Invite USDA and HUD representatives to discuss housing programs.
 - Responsible Party:** Task Force leadership
 - Timeline:** June, 2005

Quality of Life Task Force Members

Faris Abney

Mary Andrews
Phillip Atkinson
Geraldine Bennett
Rubin Best
W.C. Bryant
Renee Callahan
Kathleen Crawford
Erica Duncan
Elizabeth Edwards
Nancy Grasso
Joyce Guyton
Doris Hicks
James Holloway
Brenda Horne
Kim Lewis
Deborah McDaniel
Annette Mathis
Kayla Miller
Ryan Myers
Deb Padgett
Curtis Patterson
William Pugh
Kaitlyn Puryear
Adriana Santana
Gayle Shellenberg
Nancy Tate
Debbie Teer
Jessica Urizar



Chair

Tourism Task Force



The Alamo Memorial

The Tourism Task Force is comprised of individuals who want to maintain the heritage and pride of those living in Saluda County.

In an effort to achieve this, the Task Force, working with County Council, Saluda County's Park Recreation and Tourism, Department of Transportation, local Boy Scout Troops and other County agencies have decided to have a clean-up day on a quaterly basis. This event will not only foster growth within the community's neighbors but enhance a pride within the community to make Saluda County a cleaner county.

Preserving existing sites, cultures and traditions was also a project this group wanted to improve on. The county has a lot to offer in terms of: agriculture, fishing, golfing, Lake Murray, two annual festivals, antique shopping and historic homes. The County prides itself on its Civil War heritage and has patented the slogan "The Birthplace of the Alamo" after Lt. Colonial William Barrett Travis, the famous battle's Texas Commander. Several initiatives have been put into place to form tours of some of the great places that tourists may visit as they pass through.

In an effort to address the tourism needs this group plans to take an inventory of the existing sites and potential tours to one day turn them into a brochure that can be distributed to tourist in effort to not only boost the awareness of what this county has to offer but to improve on its current tax base.

The Task Force in partnership with the county is to promote and encourage restoration and beautification of Saluda County that will lead to the expansion of tourism and local economic development.

Goals and Strategies

Goal #1 Appearance & Pride

- **Goal Statement: To improve the appearance and enhance the pride of the community through attracting visitors and businesses.**

2005				2006				2007				2008				2009
Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4

1. Coordinate with boy scouts, other civic organizations and the sanitation department for clean-up projects
 - a. Adopt a resolution by County Council to have the 2nd Saturday of January, April, July and October designated as Clean-Up the County Day beginning that morning into late in the afternoon with food and beverages served in downtown to commemorate the event - **Sandra Padgett December 2004**
 - b. Contact above agencies and follow-up with potential partners – **Mayor Amelia Herlong, December 17, 2004**
2. Coordinate with DOT and The Town of Saluda to provide benches checker/chess tables throughout downtown and on the Courthouse lawn
 - a. Decide where the items are going to be placed – **Marti Adams & Brad Forrest February 2005**
 - b. Compare prices - **Marti & Brad February 2005**
 - c. Determine fundraiser - **Marti & Brad February 2005**

Goal #2 Awareness

- **Goal Statement: To increase the awareness of Saluda's heritage and growth potential**

2005				2006				2007				2008				2009
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1

1. Coordinate with the Historical Society, Clemson Extension and garden clubs to form an inventory of all available sites within the county
 1. **Irma King & Aubrey Robertson** will contact **Phil Perry** of Clemson Extension for an inventory **May 2005**
 2. **Sandy Boyd** will contact the Garden Clubs for an inventory **May 2005**
 3. **Glenda Metts** will contact Historical Society for an inventory **May 2005**

Goal #2 Awareness(cont'd)

2. Coordinate with the Historical Society, Clemson Extension and garden clubs to form a tour of all available sites within the county
 1. **Irma King & Aubrey Robertson** will contact **Phil Perry** of Clemson Extension and develop a tour **November 2005**
 2. **Sandy Boyd** will contact the Garden Clubs and develop a tour **November 2005**
 3. **Glenda Metts** will contact Historic Society and develop a tour **November 2005**

Goal # 3 Marketing

- **Goal Statement: To increase Saluda County's marketing potential by providing information and resources to the current group developing marketing materials for the county e.g. including marketable attractions on Chamber website to: promote existing sites- historic, cemetery, agricultural, bed & breakfasts, golf course, shopping, hunting, fishing and barns**

2005					2006				2007				2008				2009
Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
					0%												

1. Provide the completed tours and inventory to Kim Miller to include on website or in brochure
 - a. **Irma King, Aubrey Robertson, Sandy Boyd and Glenda Metts December 2005**

Goal #4 Funding

- **Goal Statement: Establish a grant committee to obtain funding for projects**

2005					2006				2007				2008				2009
Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
					0%												

1. Find Grant Writer – **Kim Westbury December 31, 2004**
2. Identify projects – Need Folks to form Sub-committee - **On-Going**
3. Identity Grants – **Grant Writer, On-Going**

Tourism Task Force Members

Marti Adams
Ethel Atkinson
Jo Atkinson
Rosa Berry
Sandy Boyd
Ann R. Bowles
Jean E. Crouch
Sarah A. Fox
Brad Forrest
Karen Fulmer
Dan Guy
Doris Holmes
Ellen Miller
Julia Minick
Grady Minick
Aubrey Robertson



Chair

Appendix A

Strategic Plan Outline Bar Chart

Appendix B
Public Relations Documents

Appendix C
County Report Card

8. Education/Work Force

C+

Key Issues	General Comments
Student Test Scores vs. State/National Average	<u>D</u>
Trends in Test Scores	<u>C-</u>
% of Population Utilizing Public Schools	<u>B</u>
% of Population w/Less than High School Diploma	<u>F</u>
Age/Maintenance of School Facilities	<u>C</u>
Attitude of Existing Employers Toward Work Force Skills	<u>B</u>
Attitude of Existing Employers Toward Work Force Availability	<u>B</u>
Attitude of Existing Employers Toward Work Force Productivity	<u>B</u>
Access to Higher Education	<u>C</u>
Access to Work Force Skills Training	<u>C</u>

9. Downtown Development

D

Key Issues	General Comments
Occupancy Rate	<u>D</u>
Evidence of Shoppers Downtown	<u>D</u>
Curb Appeal of Downtown	<u>D</u>
Downtown Organization/Cooperation	<u>F</u>

10. Quality of Life

D

Key Issues	General Comments
Evidence of Community Pride	<u>D</u>
Clean, Well-Maintained Neighborhoods	<u>F</u>
Litter	<u>F</u>
New Residential Construction	<u>F</u>
Available Executive Housing	<u>D</u>
Youth Recreation (<i>Baseball, Soccer, etc.</i>)	<u>B</u>
Access to Shopping Areas	<u>D</u>
Access to Emergency Medical Services	<u>D-</u>
Access to Quality Telecommunication Services	<u>D</u>
Crime Rate	<u>A</u>
Relative Cost of Solid Waste	<u>C</u>

Measuring County Progress

What's Your Grade?

Report Card for

SALUDA COUNTY



SEPTEMBER 14, 2004

The following evaluation of Saluda's readiness for economic development was assessed by local leadership of Saluda on September 10, 2004.

Explanation of Grading System

- A** *Clear Community Strength.* The community should use this factor in their promotional materials and need not consider any improvements in this area at this time.
- B** *Community Strength.* While there are some shortcomings, the subject area could be used to promote the area to potential prospects.
- C** *Adequate.* The subject area needs work in order to use this area as a selling point. If left alone, the problems could grow into a clear negative for the community.
- D** *Inadequate.* Problems with the subject area are a negative for the community and need to be addressed immediately.
- F** *Failure.* Problems are so pervasive that they preclude significant development in the area until improvements are underway.

1. Economic Development Program

D

Key Issues	General Comments
Track Record - Investment	<u>D-</u>
Track Record - Jobs	<u>F</u>
Office Facility Effectiveness	<u>C-</u>
Board Structure/Representation/Viability	<u>F</u>
Funding	<u>F+</u>
Technology/Information Resources	<u>C</u>
Marketing Plan/Implementation	<u>F</u>
Participation (SCEDA, Allies Meetings, etc.)	<u>B</u>
Existing Industry Relationships	<u>A</u>
Existing Industry Associations	<u>F</u>

2. Economic Development Properties

D+

Key Issues	General Comments
Industrial Park(s) (<i>Curb Appeal/Location/Size</i>)	<u>D</u>
Viability of Available Buildings (Spec. or Existing)	<u>D</u>
Water Availability at Sites/Buildings	<u>B</u>
Sewer Availability at Sites/Buildings	<u>B</u>
Number of Sites/Buildings Adequate to Support Growth	<u>D-</u>

Amount of Time Sites Have Been on Market

F

3. Water And Sewer Infrastructure

C

Key Issues	General Comments
% of Water System Available for Development	<u>D</u>
Regulatory Compliance, Water Quality	<u>A</u>
Gallons per Day of Water Capacity Available	<u>C</u>
% of Sewer System Available for Development	<u>F</u>
Regulatory Compliance, Sewer	<u>B</u>
Sewer Receiving Stream Capacity	<u>F</u>

4. Location/Transportation

D

Key Issues	General Comments
Distance to Nearest Metropolitan Area	<u>D</u>
Distance to Nearest Commercial Airport	<u>D</u>
Distance to Nearest Interstate Highway(s)	<u>D</u>
Quality of Access to Interstate System (<i>4-Lane, 2-Lane, etc.</i>)	<u>F</u>

5. Sales Materials

F

Key Issues	General Comments
County Data Book (<i>Age/Accuracy/Functionality</i>)	<u>D</u>
Quality of Life Pieces	<u>F</u>
Presentation Materials (<i>Video, Slide, etc.</i>)	<u>F</u>
Mailers	<u>F</u>
Wage Survey	<u>F</u>
Web Site	<u>D</u>
Overall Coordination of Publications	<u>F</u>

6. Strategic Plan

F

Key Issues	General Comments
Age of Plan	<u>F</u>
Leadership Participation in Plan	<u>F</u>
Leadership Partnership in Implementation	<u>F</u>
Citizen Participation in Plan	<u>F</u>
Addresses Major Needs	<u>F</u>
Progress Towards Implementation	<u>F</u>

7. Leadership	D+
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Key Issues	General Comments	
Cooperation Among Leaders		<u>D-</u>
Training of Leaders (<i>SCEDS, Municipal or County Assoc.</i>)		<u>D</u>
Pro-Economic Development Decisions		<u>C</u>